

**GREEN
CLIMATE
FUND**

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GCF/B.40/21

4 October 2024

Independent Redress Mechanism Work Plan and Budget for 2025- 2027

Summary

This document presents the Independent Redress Mechanism's (IRM) work plan for 2025 with a supporting multi-annual budget for 2025 and indications for 2026-2027. The IRM is one of the three accountability mechanisms of the Green Climate Fund (GCF) and is mandated by its Governing Instrument. This work plan seeks to give effect to the GCF Board (Board) decisions concerning the IRM. The work plan has five components as follows:

- (i) Operate the IRM;
- (ii) Address complaints from GCF project-affected people and requests from developing countries for reconsideration of funding decisions;
- (iii) Provide advice;
- (iv) Develop the capacity of grievance redress mechanisms of Direct Access Entities; and
- (v) Conduct outreach.

A draft decision is presented in Annex I for Board consideration.

Executive Summary

1. The Independent Redress Mechanism (IRM) is mandated in paragraph 69 of the Green Climate Fund's (GCF) Governing Instrument. This paragraph states that "...The mechanism will receive complaints related to the operation of the Fund and will evaluate and make recommendations." The IRM reports directly to the GCF Board (Board) and is subject to the decisions of the Board. It is independent of the Secretariat of the GCF. The Board adopted an updated terms of reference (TOR) of the IRM on 25 September 2017 (see document GCF/B.BM-2017/10).
2. The TOR specifies that the Board will consider and approve the annual work plan and budget of the IRM to be presented by the Head of the IRM. The IRM has developed the work plan for 2025 set out in Annex II with a supporting multi-annual budget for 2025 and indications for 2026-2027 set out in Annex III, and the Board is requested to consider and approve the same. The work plan and budget for 2025-2027 were endorsed by the Ethics and Audit Committee on 26 September 2024 and the Budget Committee on 1 October 2024. A draft Board decision is set out in Annex I.
3. Summaries of the work of the IRM, together with details of budget utilisation, from January to August 2024, have been provided to the Board in two documents titled "Report on the activities of the Independent Redress Mechanism" dated 24 June 2024 (GCF/ B.39/Inf.0), and 26 September 2024 (GCF/B.40/Inf.04).
4. The work plan in Annex II has five key components:
 - (i) Operate the IRM;
 - (ii) Address complaints from GCF project-affected people and requests from developing countries for reconsideration of funding decisions;
 - (iii) Provide advice;
 - (iv) Develop the capacity of grievance redress mechanisms of Direct Access Entities;
and
 - (v) Conduct outreach.

Annex I: Draft decision of the Board

The Board, having considered document GCF/B.40/21 titled “Independent Redress Mechanism Work Plan and Budget for 2025-2027”:

- (a) Approves the work plan and administrative budget of the Independent Redress Mechanism for 2025 in the amount of USD 2,712,824, as set out in annex II and III, respectively, to this document;
- (b) Takes note of the provisional work plans of the Independent Redress Mechanism for 2026 and 2027, as set out in annex II to this document;
- (c) Approves in accordance with the Administrative Budget and Accounting Framework approved by decision B.38/07, the provisional administrative budgets for the Independent Redress Mechanism, as set out in annex III to this document, in the amounts of USD 3,044,773 for 2026 and USD 3,141,376 for 2027;
- (d) Notes that the costs of unanticipated case work will be budgeted as needed from the Board contingency budget in consultation with the Budget Committee; and
- (e) Notes that should the Board decide to embark on the IRM review, the budget will need to be drawn from the Board contingency budget in consultation with the Ethics and Audit Committee and the Budget Committee.

Annex II: 2025-2027 Work Plan of the Independent Redress Mechanism

I. Introduction

1.1 Background

1. The Independent Redress Mechanism (IRM) is mandated in paragraph 69 of the Green Climate Fund's (GCF) Governing Instrument. This paragraph states that "(t)he Board will establish an independent redress mechanism that will report to the Board. The mechanism will receive complaints related to the operation of the Fund and will evaluate and make recommendations." The IRM performs a key function within the GCF's accountability mechanisms. The IRM reports directly to the GCF Board (Board) and is subject to the decisions of the Board. It is independent of the Secretariat of the GCF. The IRM's mandate is contained in the updated terms of reference adopted by the Board on 25 September 2017 (B.BM-2017/10).

2. The updated IRM terms of reference (TOR) tasks the IRM with the following activities:

- (i) **Reconsideration requests:** Addressing requests from developing countries for reconsideration of Board decisions denying funding to a project or programme;
- (ii) **Complaints and Grievances:** Addressing complaints and grievances from persons adversely impacted by projects or programmes of the GCF;
- (iii) **Advisory:** Recommending reconsideration of GCF policies, procedures, guidelines, and systems based on lessons learned from cases handled by the IRM and from good international practice; providing guidance to the GCF's readiness and accreditation activities based on best practices;
- (iv) **Capacity building:** Strengthening the capacities of accountability and redress mechanisms of direct access entities; and
- (v) **Outreach:** Providing education and outreach to increase awareness of its role and work to stakeholders, the public, and staff of the GCF.

3. The TOR specifies that "to ensure the financial independence of the IRM, the Head of the IRM will propose a work plan and budget for meeting the annual expenses, and the Board will consider and approve this work plan and budget." The TOR also states that the annual work plan and budget shall be submitted to the Board through the Ethics and Audit Committee (EAC).

4. The IRM developed this work plan and budget for 2025-2027 as a response to the Board decision B.38/07 and to implement the Board-approved TOR. The work plan and budget was discussed with the EAC on 26 August and on 6 September and endorsed as of 26 September. Presentation to the Budget Committee took place on the 12 and 23 September with subsequent endorsement on 1 October. The Board is requested to consider and approve the same.

1.2 Implementation of the 2024 Work Plan

5. As mandated by the Board in paragraph 6 of the IRM's TOR (B.BM-2017/10), the IRM has consulted with the EAC in the implementation of the 2024 work plan, reporting to it on a quarterly basis. Summaries of the work of the IRM from January to September 2024 have been provided to the EAC in three documents titled "Report on the activities of the Independent Redress Mechanism" dated 16 April 2024 (EAC/2024/INF/07), 4 July 2024 (EAC/2024/INF/13), and 4 October 2024 (EAC/2024/INF/22).

6. The IRM's capacity building and outreach activities, targeted at the Grievance Redress Mechanism (GRM) personnel of direct access entities (DAEs) and civil society representatives, respectively, were delivered in person during a workshop in Morocco and online through virtual webinars. 18 representatives from 11 DAEs based in Africa attended the in-person Morocco workshop, and 27 representatives from 12 DAEs completed the IRM's virtual training on operating GRMs. Representations from 27 DAEs are enrolled in the IRM's advanced company-community mediation training, which is being conducted in Q3 and Q4 of 2024. The in-person Morocco workshop also welcomed representatives from 12 civil society organisations (CSOs). The virtual webinars for Nepal in March and Africa in August were each attended by over 30 participants.

7. Casework included the analysis of pre-cases, eligibility assessment of one new case, and handling of an ongoing case. The IRM received and declared eligible a new complaint, IRM Case C0010 Uganda, in relation to GCF Project FP034¹. The IRM is currently engaged in the Initial Steps Phase of the complaints-handling process, where complainant(s) and relevant stakeholders are being informed about the available complaint modalities.

8. The IRM initiated monitoring of a problem-solving agreement for IRM Case C0009 Egypt on community development issues which was concluded in December 2023. A compliance review process was initiated for labour-related complaints in the same project. Both processes are expected to continue through the end of 2024. Mission travel for case handling took place to Egypt and Uganda for cases C0009² and C0010. To the extent possible, the IRM planned its missions ahead of time to not encounter higher-than-needed travel costs.

9. The IRM has been able to continue implementing its 2024 work programme and move toward achieving the goals set by the work plan within the budgets allocated by the Board. As of August 2024, the IRM estimates a 96% budget utilisation rate for the year.

1.3 2025-2027 Work Plan and Budget

10. The envisaged budget for 2025-2027 will allow the IRM to implement the activities set out in this work plan. The budget was developed with the endorsement of the EAC and the BC. Depending on the number and complexity of cases directly submitted and the reconsideration requests received by the IRM (which are both not predictable), the budget may need to be supplemented in 2025 if case-related expenses exceed initial estimates. As the IRM ramps up its capacity-building efforts, it aims to provide capacity support that is more tailored to the needs of the DAEs in a manner that is aligned with the GCF Secretariat and other independent unit approaches to strengthening DAE capacities. As for outreach, the IRM is planning to increase its visibility with local communities through a set of strategic and targeted approaches. The budget is set out in Annex III below.

1.4 Key components of the 2025-2027 Work Plan

11. The work plan is divided into five components. Each component is essential for operating the IRM and ensuring that Board-mandated tasks are completed in a timely and efficient fashion. A draft Board decision is enclosed in Annex I. The five main components of the work plan are as follows:

¹ FP034: Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda

² FP039: GCF-EBRD Egypt Renewable Energy Financing Framework

- (i) Operate the IRM;
 - (ii) Address complaints from GCF project-affected people as well as requests from developing countries for reconsideration of funding decisions;
 - (iii) Provide advice;
 - (iv) Develop the capacity of GRMs of DAEs; and
 - (v) Conduct outreach.
12. Each of these tasks is explained in more detail below.

II. Operate the Independent Redress Mechanism

2.1 Staff and consultants

13. The IRM is currently led by the Head of the IRM. It is staffed by a Compliance and Dispute Resolution Specialist, a Registrar and Case Officer, a Communications Officer, a Dispute Resolution Case Associate, and an Operations and Administrative Analyst. In line with the stepwise approach of the 2024 budget, the IRM deferred the recruitment of a Compliance and Policy Lead³ and Case Associate⁴ to Q4 of 2024. The IRM conducted the recruitments for these positions and expects these staff members to join in the last quarter of 2024.

For 2025, it is proposed to recruit a Capacity Building Specialist to drive the capacity-building activities with GCF counterparties, most importantly the DAEs, also taking into account envisaged changes in the accreditation framework and the related expectations of a significant ramping up of GCF partner entities. This Specialist would commence with the IRM in October 2025. Starting in 2026, the Specialist is expected to work with both the IRM and Independent Integrity Unit (IIU) and elaborate on synergies in both units' mandates on capacity-building. Each unit would cover 6 months of staff cost per year for 2026 and beyond. The IRM has included an organogram of its staff for 2025 in Annex IV.

14. Additionally, the IRM provides an opportunity for up to 4 interns throughout the year to assist in the IRM's work. Each intern supports the IRM's work for six months.

2.2 Supporting Operating Procedures (SoPs) for the IRM

15. The IRM developed and issued 21 modules of supporting operating procedures (SoPs) in early 2020, to guide IRM staff in efficiently and effectively implementing the TOR and the Procedures and Guidelines (PGs) of the IRM that were adopted by the Board at B.22 in February 2019. Work on updating SoPs has continued in 2024 and will be revised, as appropriate, based on experience in applying them. The PGs of the IRM will be reviewed as part of the IRM review⁵ and may be updated in 2025-27.

³ Approved by the Board at B.34

⁴ Approved by the Board at B.34

⁵ Under paragraph 26 of the Board-approved Terms of Reference of the IRM, a review of the IRM is expected to be conducted "every five years, or at such other time decided by the Board." The IRM will support such a review as needed.

2.3 Independent Accountability Mechanisms Network

16. With Board approval, the IRM joined the Independent Accountability Mechanisms Network (IAMnet) in February 2017. IAMnet is a community of practice in this area. Twenty-three independent accountability mechanisms of international financial and development institutions are members of IAMnet, and among them are several independent redress mechanisms of GCF's accredited entities (AEs). The IRM will continue to actively participate in IAMnet, including attending its annual meeting and serving in working groups to develop good practices, collaborate on outreach activities, and implement governance reforms. The IAMnet meets once a year for a three-day annual meeting, which primarily consists of staff at the management level. It is customary among the network that the annual meetings are hosted by one of its members who volunteer to organise the meeting each year. The hosting member bears the cost of the venue and meals.

17. As endorsed by IAMnet members in October 2023, the Accountability Mechanism of the Asian Development Bank (ADB) and the IRM jointly hosted the Annual IAMnet event in Manila, taking place from 1-4 October 2024. The IRM has been closely liaising with the IAMNet Secretariat, currently hosted by the World Bank Accountability Mechanism, and the Accountability Mechanism of the ADB on the organisation of the event.

18. In 2023, IAMnet launched a periodic Accountability Talent Training Meeting to bring together officer-level colleagues from across IAMnet to share best practices, develop a community of practice, and discuss issues relating to the accountability space.

19. In 2025-2027, the IRM will continue its engagement with IAMnet through its Annual Meeting, Accountability Talent Training Meeting, and working groups.

2.4 Reports

20. In line with its TOR, the IRM publishes an annual report. The 2023 report was published in February 2024. For the work planning period 2025-27, the IRM envisages publishing its annual reports consistently in the first quarter of the subsequent year. Additionally, the TOR envisages periodic activity reports from the IRM to the Board. Furthermore, the GCF is expected to report to the UNFCCC, among other things, about case decisions of the IRM together with action taken by the Board thereon. The IRM will prepare all aforesaid reports in a timely and appropriate manner. Public reports will be published on the IRM's website and will also be made available through other appropriate means.

2.5 Five-year Review of the IRM

21. Under paragraph 26 of the Board-approved TOR of the IRM, a review of the IRM is expected to be conducted under Board authority. The IRM submitted a Board Paper in December 2021 to facilitate the review and will support such a review to the extent possible and as required by the Board. The IRM is monitoring the developments of several ongoing reviews of mechanisms in different institutions⁶ with a view to taking note of ongoing trends that can feed into any upcoming review of the IRM. Funding requirements for the five-year review would need to be requested under the Board contingency budget.

⁶ Asian Development Bank, Asian Infrastructure Investment Bank, European Investment Bank, Worldbank

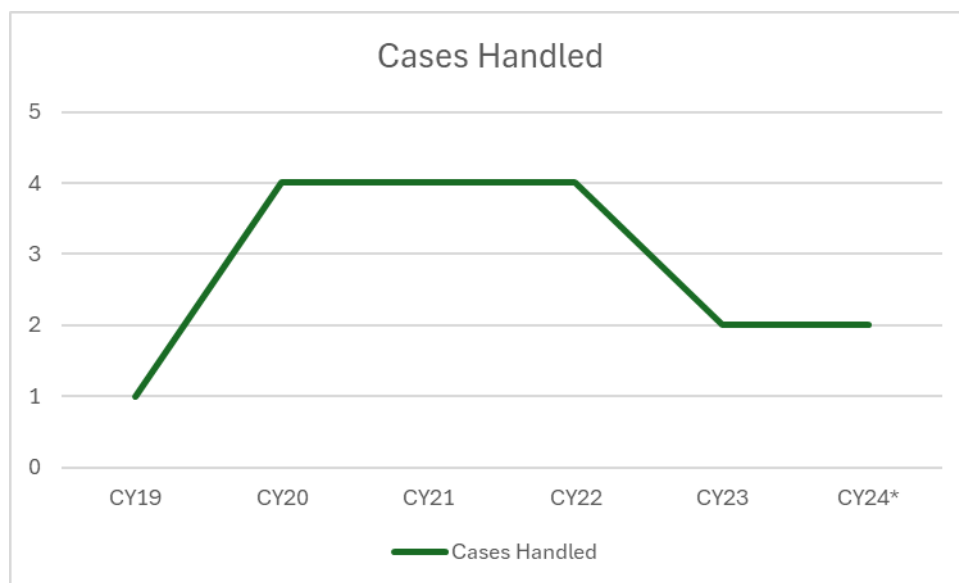
2.6 Processing of Information Appeals

22. An Information Appeals Panel (IAP) was established by the Board to consider appeals from requesters who have received a denial on their Information Disclosure Policy Request. The IAP is composed of the three heads of the Independent Accountability Units: Independent Evaluation Unit (IEU), Independent Integrity Unit (IIU), and Independent Redress Mechanism (IRM). In 2024, the IAP processed one appeal filed in relation to an Information Disclosure Policy Request. The Head of the IRM will assume the position of Chair of the IAP in the 2024-2025 period. The Registrar and Case Officer for the IRM serves as Secretary to the IAP.

III. Address Complaints and Reconsideration Requests

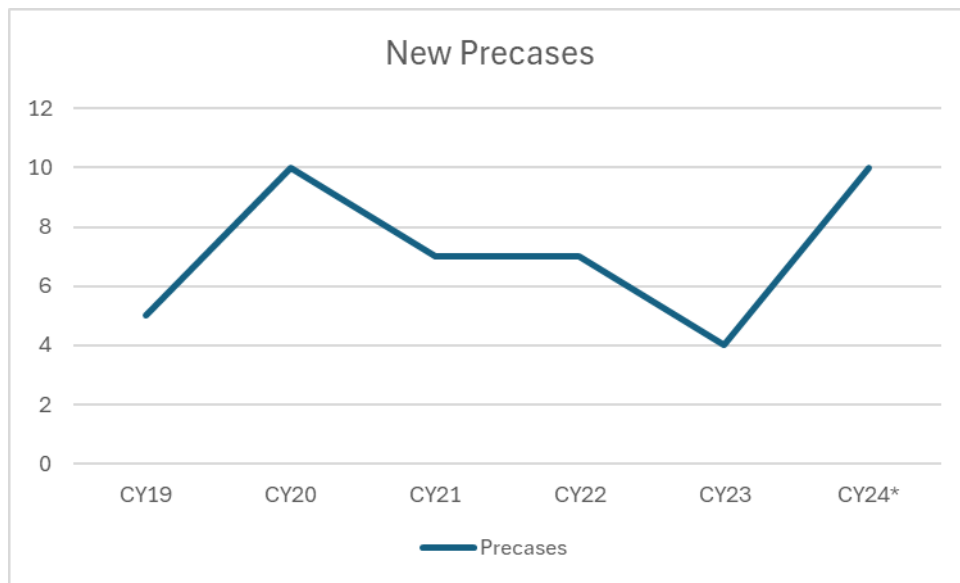
3.1 Requests and Complaints

23. In line with the growing portfolio of GCF projects and programmes, the IRM anticipates an increase in case of work in the coming years. This includes potentially more pre-cases and cases, increasingly complex cases, and corresponding monitoring activities after case handling. In 2024, as of the end of August, the IRM has received one new complaint from project-affected people. As of August 2024, the IRM is handling two cases, constituting four complaints. The IRM is processing one ongoing case that is constituted by two labour-related complaints (currently in compliance review) and one complaint related to community development issues, which is in the monitoring phase, following a successful problem-solving process. The IRM is processing one new case that is currently in the initial steps phase.



**As of August 2024*

24. Since the IRM developed and launched its CMS in mid-2019, the IRM has also started to track data concerning its pre-cases. A pre-case is a communication from an external party or detected through media monitoring that is registered in the CMS as a pre-case and may or may not mature into a complaint.



**As of August 2024*

25. As of August 2024, the IRM has received 10 new pre-cases, one of which was elevated to a complaint. This is an increase from 4 pre-cases in the previous year.
26. While it is impossible to predict how many complaints or requests will be filed in any given year, for planning and budgeting purposes, the IRM has included a budget for two ongoing cases as well as one new case to be handled in 2025. Additional funding requirements for casework would need to be requested under the Board contingency budget.
27. For the reasons set out in paragraph 23 above and to align with ongoing GCF priorities, the IRM has allocated increased funds in 2025-2027 for case-related expenses relating to travel, mediators, subject experts, and translators to support IRM cases.

3.2 Case Management System (CMS)

28. The IRM uses a custom-tailored case management system (CMS). The CMS allows the IRM to process complaints and reconsideration requests received systematically, consistently, and in a timely manner. Additionally, the CMS is also used by the Independent Units to register and process appeals under the Information Disclosure Policy of the GCF. The CMS is also needed to collect and analyse data related to such complaints and reconsideration requests so that the IRM's capacity-building activities for AEs and advice to the GCF based on lessons learned are well grounded. In addition, the CMS is used to gather data on cases related to GCF-funded projects brought to the GRMs of AEs. The CMS needs to be maintained by the software vendor, and a budgetary allocation is needed to support the same, along with a budgetary allocation for possible change requests (i.e. changes to the system that are required by the IRM to respond to challenges in discharging its mandate) outside of the scope of the CMS as currently constituted.

3.3 Media Monitoring Software

29. Under Paragraph 71 of the PGs, the IRM may decide on the basis of *prima facie* evidence to initiate proceedings in the form of a grievance or complaint. The IRM's decision to initiate proceedings is based on the fulfilment of specific criteria, including a situation wherein the IRM receives information from a credible source that a GCF-funded project or programme is causing harm to project-affected people and could pose a significant reputational risk to the GCF. To

carry out this function, the IRM, on a weekly basis, monitors online news reports, social media, and other third-party sources for information relevant to this mandate.

30. As more GCF projects enter disbursement, the IRM has observed an increase in the generation of leads, leading to an increase in staff time and resources pertaining to this function. Since 2023, the IRM has been using industry-standard media monitoring software to regularly monitor, track and analyse leads. The IRM proposes continued budgetary support to maintain the service.

IV. Providing Advice

31. The IRM is mandated to advise the Board and the GCF Secretariat on changes to GCF policies, procedures, systems, etc., based on lessons learned either from cases handled by it or from international best practices. The IRM also collaborates with the other two Independent Units and the Secretariat to provide advice and feedback on a range of policy documents.

V. Develop the capacity of grievance redress mechanisms of DAEs

32. Under the TOR, the IRM is mandated to share best practices and give guidance that can be helpful for strengthening the capacities of the accountability/redress mechanisms of direct access entities (DAEs). While a significant number of AEs have their own Grievance Redress Mechanism (GRM), many others either do not have a satisfactory GRM or have a GRM that does not meet GCF's interim performance standards and/or environmental and social policies. In the latter cases, the AEs' Accreditation Master Agreements (AMAs) confer exclusive jurisdiction over complaints from project-affected people to the IRM until the AEs have established a satisfactory GRM. As of 2 August 2024, there are 26 AEs with such conditions in the AMAs. Building the capacity of the GRMs of AEs is, therefore, critical for the success of GCF projects.

33. In 2024, the IRM provided two parallel trainings on operating GRMs. Participants in the training were required to attend 10 hours of live sessions and complete the IRM's online modules, which were uploaded to the GCF's online learning platform and have been available to all AEs and the public since 2020. To cater to the needs of the newly AEs and AEs intending to strengthen their GRM capacities, the IRM will continue providing its basic training via virtual means from 2025 to 2027.

34. As for DAE personnel from African countries, in 2024, the IRM organised a joint in-person workshop on operating GRMs of DAEs in Casablanca, Morocco. This in-person workshop was attended by 18 representatives from 11 DAEs based in Africa and held in collaboration with the IIU. The workshop also focused on outreach activities targeted at CSOs. Two consecutive years of in-person capacity-building workshops in Africa allowed greater access to and more meaningful engagement with the IRM. In 2025, the IRM plans to deliver a similar workshop for Asia and the Pacific, where the IRM has recently noticed a significant drop in participation rates in online events. In 2026 and 2027, the IRM will focus its capacity building workshop in the Latin America and Caribbean region.

35. Since 2021, the IRM has delivered specific training on company-community mediation to DAEs. In 2024, a virtual workshop on the fundamentals of company-community mediation is being conducted for 45 participants from 27 DAEs. Participants are tasked to complete numerous exercises and are assessed and certified based on a number of criteria set out in the competency framework developed by the IRM trainers. For the 2025 edition, the IRM plans to replicate this workshop for DAE personnel and mediators based in GCF project areas, with the aim of linking local resources to the GRMs of the DAEs.

36. Aside from having adequate training programmes and materials, the IRM has catalysed and facilitated a community of practice in the field of GRMs, which is assisting the GRM staff of DAEs and other AEs to improve their skills and exchange knowledge and information on handling complaints from project affected people. In the Grievance Redress and Accountability Mechanism partnership (GRAM partnership), peers can share information and offer support to each other when faced with common challenges and nurture a sense of professional purpose and belonging. The GRAM partnership is enabling the IRM to fulfil its capacity-building mandate in a more effective way by bringing many different stakeholders to the table. In addition to this community being spearheaded and fostered by the IRM, other members of the wider grievance and accountability mechanism community, as well as experts and civil society in relevant fields, have been invited to join and participate in this community of practice. In 2025-2027, the community of practice will be facilitated through online and one in-person activity.

37. In 2019, the Board endorsed the organisation of an in-person GRAM partnership conference to be sponsored and organized by the IRM in 2020. Unfortunately, because of the COVID pandemic, the conference was temporarily cancelled. In 2026, the IRM plans to resume this activity. The conference aims to strengthen the community of practice by offering training opportunities, fostering accountability, sharing experiences, and establishing an ongoing support network for accountability practitioners.

38. In 2024, the IRM, through an independent consultant, is taking steps to provide one-on-one specialised advice to GRMs of DAEs. This is assistance that DAEs have requested from the IRM, and its provision will strengthen the DAEs' capacity for launching and/or maintaining well-functioning GRMs that are able to address disputes early and resolve them before they reach the IRM. The IRM has, therefore, budgeted for the continuation of this service in 2025-27.

VI. Conduct Outreach

39. In 2024, the IRM continued to implement its 2021-2024 communications strategy to give effect to its mandate to conduct outreach to key stakeholders. The IRM is commencing work on the 2025-2027 communications and outreach strategy.

40. The implementation of the strategy has budgetary implications. The strategy will help achieve the following TOR-mandated tasks systematically and efficiently:

- (a) Share lessons learned from cases that are handled by the IRM;
- (b) Share best practices with the GCF and with direct access entities, as appropriate; and
- (c) Provide outreach and education to relevant stakeholders and the public through workshops and the dissemination of information in user-friendly formats.

41. In 2024, the IRM continued its virtual approach to outreach efforts and organised one in-person outreach event in Morocco, targeted at CSOs in North and West Africa. This workshop was held as a joint capacity building and outreach workshop with the IIU and involved both CSOs and GRM staff of DAEs. In 2025, the IRM will organise a similar joint workshop in and for the Asia-Pacific region. The IRM will also host two to three virtual outreach events in collaboration with CSOs. In 2026-2027, the IRM will conduct an outreach workshop in Latin America and one additional region. These workshops may be conducted as a joint capacity building and outreach workshop with the IIU, as has been done in 2023 and 2024. The IRM will host end-of-year focus group discussions to follow up with outreach participants.

42. In 2025-2027, the IRM will also continue to work with the "IRM CSO network," which consists of the CSO participants in previous and ongoing in-person workshops. These CSOs will be leveraged to further expand the IRM's outreach and communication activities on the ground.

In 2025, the IRM will offer 4 advocacy grants. In 2026-2027, the number of grants available will increase.

Annex III: Budget for 2025

This work plan and budget were discussed with and endorsed by the Ethics and Audit Committee on 26 September 2024 and the Budget Committee on 1 October 2024.

As further outlined below, this budget proposal ensures a certain degree of readiness of the IRM and will result in effective IRM action for a limited number of cases.

The IRM's 2025 budget allocates 71% to staff, 5.7% to consultants and interns, 5.7% to travel, 6.4% to contractual services, and 11% to shared costs allocation. The IRM has six outputs based on its Board approved mandates. Cost allocation for each of these outputs is given in the table and graphic charts below. The IRM has also included an organogram of its staff complement for 2024-2025 at the end of this annex.

Cost Category	2024 Approved Budget	2024 Forecast							3-yr CAGR
			2025	2026	2027	2025	2026	2027	
Staff, Consultants, & Interns									
Full-Time Staff	1,362,278	1,205,827	1,927,109	1,995,591	1,995,591	59.82%	3.55%	0.00%	18%
Consultants & Interns	141,976	190,276	155,988	143,226	129,976	-18.02%	-8.18%	-9.25%	-12%
Sub-Total	1,504,254	1,396,103	2,083,097	2,138,817	2,125,567	49.21%	2.67%	-0.62%	15%
Travel									
General	56,782		45,197	78,294	116,591	-20.40%	73.23%	48.91%	27%
Travel to Board Meeting	14,850	56,904	6,800	6,800	13,600	-54.21%	0.00%	100.00%	-3%

Travel associated with complaints	65,360	83,759	103,547	131,187	156,534	23.62%	26.69%	19.32%	23%
Sub-Total	136,992	140,667	155,544	216,281	286,725	10.58%	39.05%	32.57%	27%

Contractual Services

Professional Services	97,532	111,960	91,930	142,930	196,930	-17.89%	55.48%	37.78%	21%
Comms & Outreach	22,300	29,300	34,300	59,300	138,700	17.06%	72.89%	133.90%	68%
General Op Costs	48,900	56,291	48,900	208,900	126,100	-13.13%	327.20%	-39.64%	31%
Sub-Total	168,732	197,551	175,130	411,130	461,730	-11.35%	134.76%	12.31%	33%

TOTAL	1,809,878	1,734,321	2,413,771	2,766,228	2,874,022	39.18%	14.60%	3.90%	18 %
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Cost Allocation to IUs	205,040	205,000	299,053	278,545	267,354	45.88%	-6.86%	-4.02%	9%
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GRAND TOTAL	2,015,215	1,939,321 (96%)	2,712,824	3,044,773	3,141,376	39.89%	12.24%	3.17%	17 %
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Notes:

Staff – This component represents the Head of the IRM and eight full-time staff members. Two staff members are expected to be onboarded in the last quarter of 2024. These two staff members were approved in the 2024 work plan and budget. A third staff member, being proposed for the 2025 work plan and budget, is expected to be onboarded in the fourth quarter of 2025.

Consultants – The number of requests and complaints that may be received in 2025-2027 is not fully predictable. For the purposes of this budget, it has been assumed that the IRM may handle 3 cases in 2025. The basis of the estimate for 2025 is similar to that of the 2024 budget, with the IRM currently handling two cases that are expected to continue into 2025. These costs include the hiring of subject experts and mediators. In addition to the case-related consultants, the IRM has made provision for consultants to provide capacity-building and mediation training to GRMs of DAEs. This component includes four interns, each for six months.

Travel—The travel component includes staff travel and consultant travel. Staff travel includes 2 staff attending the annual IAMnet Annual Meeting, 1 staff attending the annual IAMnet Training, 1 staff traveling to COP30 or a similar event, case-related travel, and internship appointments. It also includes staff travel to the in-person capacity building and outreach event in Asia-Pacific and one Board meeting (one IRM staff member, in addition to the IRM Head).

Professional Service – Professional services as a line item cover the costs of hiring consultancy firms and the costs of professional subscriptions. In 2025, the IRM's costs under professional services include CMS maintenance fee, media monitoring tool, CMS change requests, training for IRM staff, layout and printing costs, and professional subscriptions. It also includes an interpretation and translation budget.

Other Operating Costs—Other Operating Costs include non-travel case-related costs, social media advertisement costs, and 1 in-person joint capacity building and outreach event in Asia-Pacific with the IIU. They also include costs for an offsite IRM retreat.

Shared costs allocation – The cost allocation to the IRM in 2025 has increased by 46% (94,012 USD) compared to the 2024 budget. The above costs have increased due to two additional staff being added to the IRM team in 2024 and one in 2025. This expense is expected to go down in 2026-2027 as the number of IRM staff compared to the rest of the Secretariat and IUs will decrease.

Budget broken down into demand-driven versus non-demand-driven costs:

	Cost Category and Sub-Category	2025 Draft
	NON-DEMAND-DRIVEN COSTS	
3.1.	Staff and Consultants	1,977,597
3.2.	Travel	51,997
3.3.	Contractual services (Professional Services and Other Operating Costs)	429,283
	Total non-demand-driven:	2,458,877
	DEMAND-DRIVEN COSTS	
3.1.	Staff and Consultants	105,500
3.2.	Travel	103,547
3.3.	Contractual services (Professional Services and Other Operating Costs)	44,900
3.3.1.	Stakeholder participation costs for cases	24,900
3.3.2.	Case-related language agency	20,000
	Total demand-driven:	253,947
	Total Budget	2,712,824

Notes:

Demand-driven costs are costs that are dependent on demand for IRM services and factors that are outside of the control of the IRM (i.e. possible future events or conditions arising from presently known or unknown causes). These costs are directly linked to case-related expenses.

Output-based budget details:

Output Description/Budget Categories	Budgeted Amount (USD)
01- Addressing requests from developing countries for reconsideration of Board decisions denying funding to a project or programme	
	214,028
Full-time Staff	214,028
Consultants	
Travel	
Professional Services	
Other Operating Costs	



Output Description/Budget Categories	Budgeted Amount (USD)
02-Addressing complaints and grievances from persons adversely impacted by projects or programmes of the GCF	896,750
Full-time Staff	640,059
Consultants	79,124
Travel	103,547
Professional Services	49,120
Other Operating Costs	24,900
03-Providing lessons learned and advisory reports to the Board and GCF Secretariat	330,133
Full-time Staff	319,583
Consultants	10,550
Travel	
Professional Services	
Other Operating Costs	
04-Strengthening the capacities of accountability and redress mechanisms of direct access entities	513,611
Full-time Staff	440,606
Consultants	40,775
Travel	4,730
Professional Services	7,500
Other Operating Costs	20,000
05-Providing education and outreach to increase awareness of its role and work to stakeholders, the public, and staff of the GCF	358,233
Full-time Staff	288,846
Consultants	10,550
Travel	6,537
Professional Services	18,000
Other Operating Costs	34,300
06-Cross cutting - all outputs	400,069
Full-time Staff	
Consultants	38,976
Travel	40,730
Professional Services	17,310
Other Operating Costs	4,000
Cost allocation to IUs	299,053
Grand Total	2,712,824

Annex IV: Organogram of the IRM for 2025

